

# Scaling up Grassroots

Driving Culture Change from the Bottom and the Top

Presented by:

Denise Leyton and Shannon Moreno

# Agenda

Who we are - Why we're the ones here

What are we talking about when we say work culture?

What we've done

Takeaways

**Slides: [bit.ly/asc-change](https://bit.ly/asc-change)**



# And we are...



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# What shapes workplace culture?

**Organizational culture** encompasses the values and behaviours that "contribute to the unique social and psychological environment of an organization."

Product of such factors as  
history,  
field,  
technology,  
strategy,  
type of employees,  
management style, and  
national culture;

Culture includes the organization's:

- vision,  
values,  
norms,  
systems,  
symbols,  
language,  
assumptions,  
environment,  
location,  
beliefs, and  
habits.



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- vision, assumptions,  
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# Our “Approach”

...not super scientific



# Be an invested, motivated practitioner

- See a need
- Find the channel
- Start a conversation -- bottom up
- Follow up -- top down
- See your impact spread = culture change





# A Bit of Umich Lingo

**Executive Council:** A group of administrators that guides the library's short- and long-term strategic direction and planning

**Librarians' Forum Board:** An elected body representatives for librarians

**Staff Forum Board:** An elected body representatives for staff

**Sharing Across One Library:** A team that hosts events and programs to foster collaboration and networking opportunities

**One Library:** The concept of holistic and shared approach to achieving library goals. This is an organizational vision created by our Dean.



# Cases

# What we've done - Big and small

## Programs

- Introversion in the Workplace
- One Library

## More in Appendices

- Social Class in the Workplace
- Team Creation: Sharing Across One Library Team (Shares Team)

# Introversion in the Workplace



# See a need

The library trends towards collaboration and group activities. Introverted staff started to vocalize that these trends left them feeling left out and underrepresented.

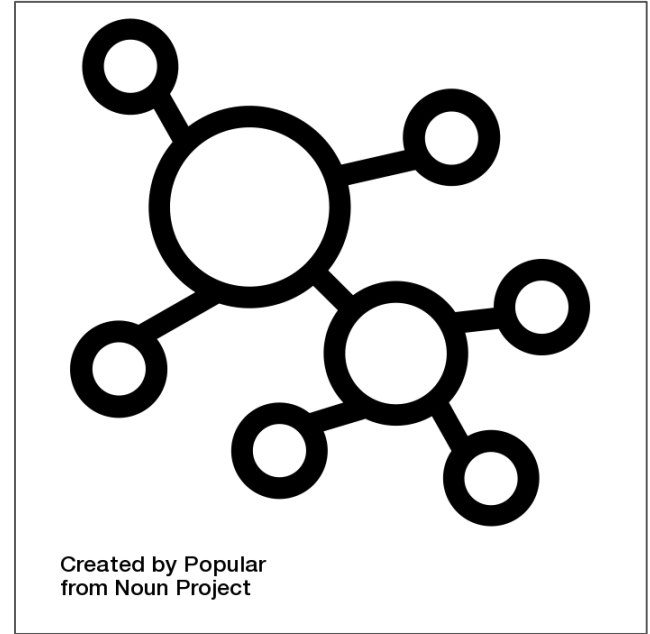


Fosslien, Liz, and Mollie West. "An Illustrated Guide to Introverts in a Start-Up." Web log post. *Quiet Revolution*. N.p., Jan. 2016. Web. Mar. 2016. <<http://www.quietrev.com/an-illustrated-guide-to-introverts-in-a-start-up/>>.



# Find the channel

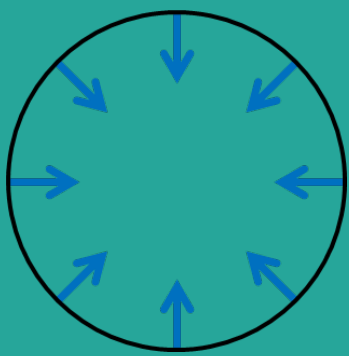
Who can reach a large group of people to share information, offer tips, and have an open and low risk conversation about introversion





# Start a conversation

By explaining what introversion is, how it impacts work culture, and how teams and leadership can be more inclusive conversations were happening at all levels of the library. There was recognition and awareness from staff to management about how to be more inclusive.



## Introverts

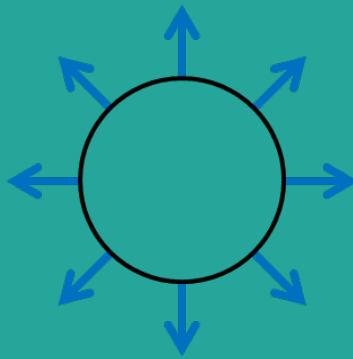
Energize in quiet time.

Think about their ideas

Take deliberate and calculated risks.

Focus on depth

Devote social energy to small groups of people.



## Extroverts

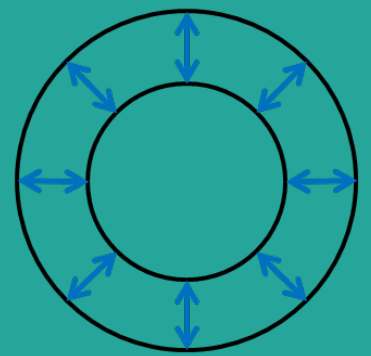
Energize with other people

Talk out their ideas

Think on their feet;  
comfortable with conflict.

Focus on breadth

Relish in having a social life.



## Ambiverts

Ambiverts have characteristics of both.

Ambiverts fall in the middle of the introvert-extrovert spectrum.

Can tap into creative and energetic strength of both introvert and extroverts.



# Creating An Environment for Success

- Control your schedule
  - Find time to be quiet and work without interruptions.
  - If possible block time after meetings.
- Don't hide your preferences. Let people know how you can work more effectively and productively.
- Manage your space.
  - If you are in a space that allows headphones, then wear larger headphones to indicate that you need that time to be quiet.
- Use your breaks to recharge.
  - Read during your lunch break
  - Go outside when possible
  - Walk the stacks





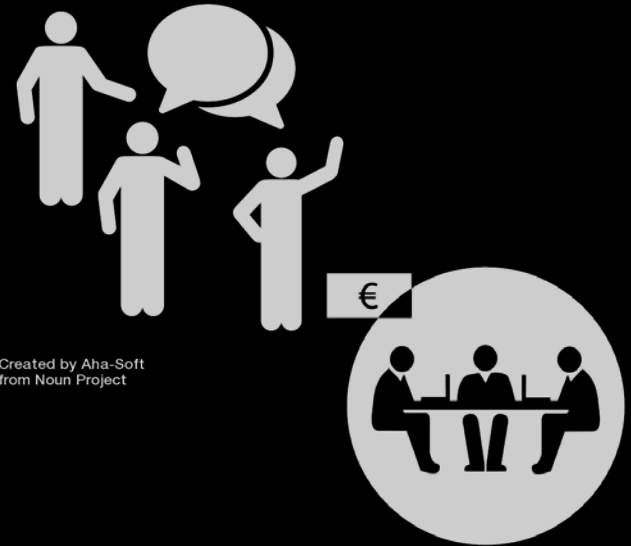


# Collaboration: How Introverts and Extroverts Can Work Together

Communicate. Introverts need to share what they need to operate. Extroverts need to listen, and give their introverted partner the time and space they need. Use written forms of communication when possible.

Try to choose a neutral work environment.

Don't assume someone is rude or in need of company. Some introverts only find quiet during lunch or on their breaks.

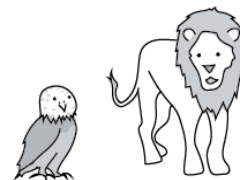
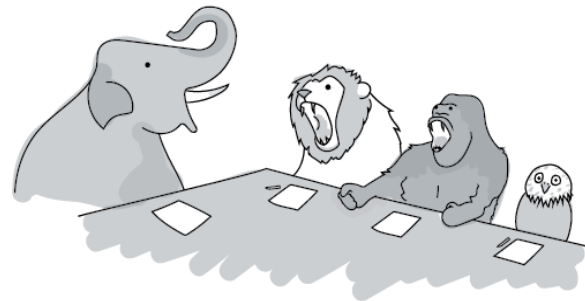


Created by Aha-Soft  
from Noun Project

Created by Jennifer  
from Noun Project

# Supervisors With Introverted Team Members

- When an introvert participates be sure to listen.
- Look to using written forms of communication. This allows introverts time to reflect and give more thoughtful responses.
- Plan ahead and provide meeting agendas ahead of time so the team member can be prepared for any participation required.
- It's OK for introverts to be quiet.
- Allow introverts to create their own space. This can be the space they work in, or space they need to recharge after meetings and projects.



you were so quiet in the meeting, is everything okay?



# Start a conversation

By explaining what introversion is, how it impacts work culture, and how teams and leadership can be more inclusive conversations were happening at all levels of the library. There was recognition and awareness from staff to management about how to be more inclusive.



# Impact

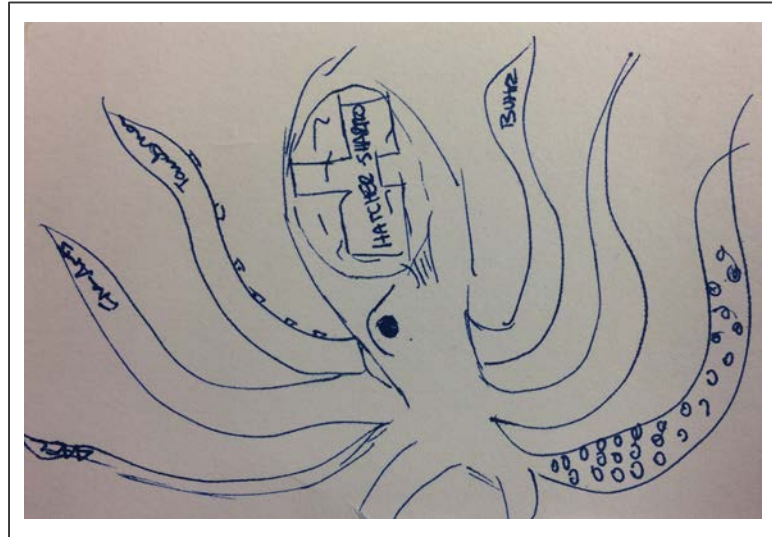
Being thoughtful about and recognizing different personality styles has become part of the library vernacular. There have been multiple workshops and discussion groups about how to have more inclusive meetings and opportunities for participation.

One Library



# See a need

With an institution as large as the U-M Library it's easy for people to feel disconnected, and not really understand how their piece fits into the whole of the library. The library has pain points in trying collaborate across units, and really trying to connect across different areas. The group wanted to help identify how the institution could support the One Library mission.





# Find the channel

How can the library have a conversation that spans all staff, and can garner deep thought and real, applicable initiatives? What groups have enough influence and the resources to really tackle the issue at hand?



# Start a conversation

An all staff meeting was held to ask the questions “What should One Library not be” and “How do we create One Library?”. We didn’t want this to be another meeting where people were asked to think about something and then nothing happens.

**So we took action!**

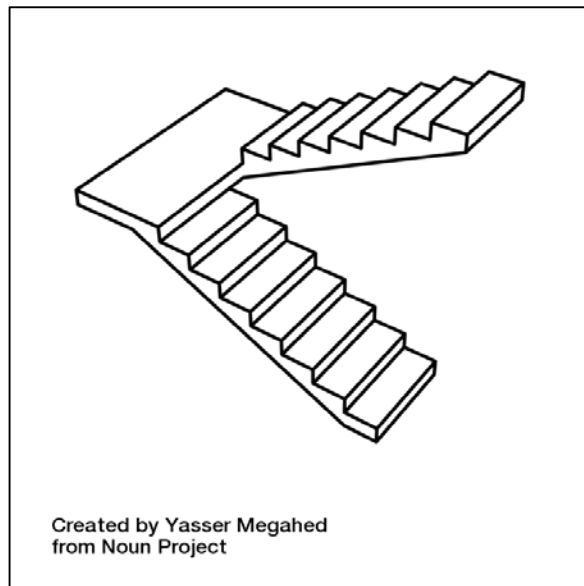






# Follow up

**From the bottom up :** Our next steps were to talk to administration and management about our findings. We talked about solutions and next steps. We had the data to support our queries, and we were able to bring valuable conversations and steps to administration.





# Follow up

**From the top down :** Administration brought the group in to be a resource and collaborators for next steps. Our management teams have started to restructure how they are formed, what they do as a group, and how they communicate.



# Impact

There has been a push for transparency and cross divisional collaboration. Charges for projects and teams are created with the One Library approach to support the mission.

# Work in Practice

There's going to be  
some hurdles

# We had a few...

Fighting a lot of resignation, or thinking projects are futile

The opposite: A lot of enthusiasm for the idea, but not a lot of help executing

Self Imposed doubt about whether we could actually make a difference

Knowing who to talk to, and who to ask for help

Fighting burn out



# Takeaways

Go do what we did!



# Takeaways - Lessons Learned...Highs and Lows

## Find your team

Find colleagues that have similar goals and are driven for change. You don't have to do it alone, and having a team can really lend a lot of support for your programs and projects.

## Start small

Don't think you have to fix everything all at once. Try projects out and as you get comfortable you can try bigger initiatives. And don't forget...**Small things build!**



# Takeaways

## **Don't let fear kill your goal**

Experiment and try new things. Take the chance, and know that even failing let's you learn something new. And don't be afraid to ask questions!

## **Find new avenues**

You hit a roadblock? Well, look for a detour. Look at established paths, but don't be afraid to make new one.





# Takeaways

## **Be ready to hear things you don't want to hear**

Change can be scary, and fear can lead people to be negative about things you want to try. Be ready to spin those negative comments into something positive.

## **Persistence!**

Don't give up. You will feel resistance or pressure, but remember that it's going to be worth it.



# Takeaways

## **You have to do the work**

No one else is going to do it, or it would have already been done.

## **But you don't have to do it alone**

You don't have to be the only person working on something. Find your team!



*Started from the bottom now we're here*

# Our Approach to Culture Change:

- See a need
- Find the channel
- Start a conversation -- bottom up
- Follow up -- top down
- See your impact spread = culture change

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Questions ?

# Appendices

Learn more about some of the other initiatives we've worked on so you can recreate them.

Feel free to send us an email if you have more questions.

# Social Class In the Workplace

Coordinators: Staff Forum Board

Why: With an organization as big as U-M Library there are going to be major differences in our experiences. Staff Forum Board wanted to begin conversations about the culture and environment we work in. Move things into an open forum to really evaluate our experiences.

Format: Small group discussions. Conversations were scoped to workplace difference: faculty vs staff, central campus “main library” vs divisional, smaller subject specific libraries, different shifts, etc. Prompts allowed participants to evaluate the discrepancies and have an open conversation about the divisions experienced.

# Social Class In the Workplace - How'd it go

Impact: We had management in attendance, and the conversations really highlighted where we needed to focus on addressing changes. Work has been done to make resources transparent and available. There has also been a lot of awareness to different experiences across the library and in home units.

# Social Class In the Workplace - How'd it go

If you'd like to know more, send us an email:

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# Sharing Across One Library Team

Coordinators: A small group of industrious library folks ...Including us

Why: Saw a need to foster collaboration by providing networking opportunities in an effort to build community across the Library. With a large organization with so many kinds of work it can be difficult to connect with colleagues outside of committee work.

The Shares Team: We created a team of staff and librarians across different units and locations in the library. Our member recruitment was based on representation from across the library, leadership potential and energy for the project.

Formats: Creating different types of events to highlight people, spaces, projects, and work.

# Speed Share

Format: A speed-dating style networking event, where a group of employees shares a snapshot view of their responsibilities with a rotating group of attendees.

This event is low to no cost, and can be held with minimal but structured planning.

Impact: Allows departments an opportunity to share the work they do with people they don't usually interact with in that way. It even connects people who work together, but in separate capacities. "Oh, I didn't know you did that!"

## Resources you can use:

[Setup for Speed Share](#)

[Preparing for a Speed Share Event - Info for Sharers](#)

[Speedshare To Do List](#)

# Space Share

Format: A tour series where participants travel to different departments to meet colleagues and learn about all of the work that is done to make the Library run.

This event is low to no cost, and can be held with minimal but structured planning.

Impact: Gets people into new or different spaces! The events allow the opportunity to get a behind the scenes view of work being done, but also connects people to the spaces they occupy. These events have been really successful in getting people to go to different libraries.

**Resources you can use:**

[Preparing for a Space Share Event - Info for Sharers](#)



# Share Fest

Format: A series of lightning talks and poster sessions coordinated the share what we do. The events are open to units, departments, committees, services, and even individual projects.

This event is event can be low cost depending on the resources available, but the planning can be quite an undertaking.

Impact: Creating opportunities for people to share their work has led to connections for collaboration, and exposed people to work and projects happening in the library. It also allows people to be proud and showcase the things they do.

# Sources

*The Business Dictionary*. Organizational culture.[\[1\]](#) Accessed June 22, 2015

Needle, David (2004). *Business in Context: An Introduction to Business and Its Environment*. [ISBN 978-1861529923](#).